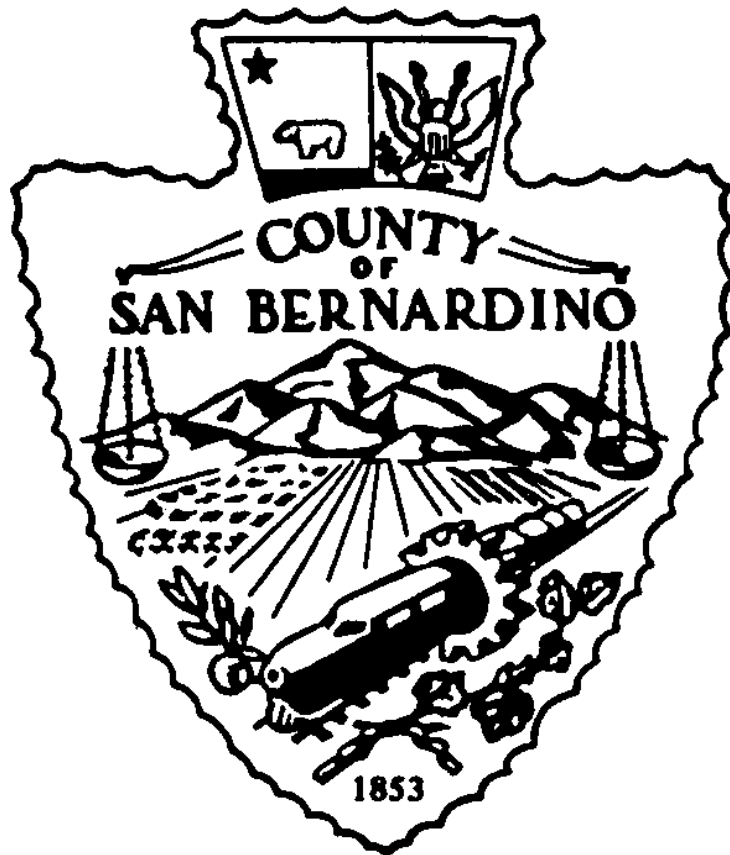


# Violence



## WORKPLACE VIOLENCE

### SCOPE

This section establishes County of San Bernardino procedure for addressing the subject of Workplace Violence. It provides information and guidance on the process of anticipating, identifying, evaluating, and mitigating workplace hazards from violent or threatening behavior in connection with employment with San Bernardino County.

The program identifies mandated documentation, communication, training, and action which are necessary to ensure the health and safety of County employees.

This procedure sets forth minimum standards for all County Departments, Agencies and Groups. Individual entities may implement more stringent standards.

Copies of Department prepared programs are to be provided upon request to Risk Management Division/Safety Section as well as included in the immediately following divider labeled "Department Program".

### PURPOSE

Title 8, California Code of Regulations, Section 3203, requires California employers to establish effective programs for the purpose of protecting employees from the potential of harm or injury as a result of reasonably anticipated and identifiable hazards in the workplace. County Policy #09-08 mandates a "Zero Tolerance" policy with regard to workplace violence.

### INTRODUCTION

Workplace violence events can be divided into three categories, Type I, II, and III. A particular occupation or workplace may have a potential for more than one type of violence.

Typical Type I workplace violence involves a violent act by an assailant who has no legitimate relationship to the workplace. The assailant is usually one who enters the workplace to commit a robbery or other property type criminal act.

The perpetrator of Type II incidents is either the recipient or the object of a service provided by the affected workplace or victim, e.g., the

assailant is a present or former client, patient, customer, passenger, criminal suspect or prisoner.

Type III incidents of workplace violence predominately consist of assaults by an individual who has some present or prior employment-related or personal involvement with a specific employee or workplace. A Type III incident typically involves a threat or physical act against an employee, supervisor, manager, current former spouse, or personal/business acquaintance which evolves out of the relationship between the perpetrator and victim.

The perpetrators of Type III incidents are customarily found to be current or former employees; a current or former spouse or lover, spurned suitor; relative or friend; or some other person who holds a real or imaginary grievance against an employee of that workplace.

### RESPONSIBILITIES

#### Assistant Administrative Officers, Elected Officials and Directors of Board Governed Special Districts

1. Exercise responsibility and authority for implementation of procedures to assure the Health and Safety of County employees as defined in Policy #09-07 dated July 11, 1991, SAN BERNARDINO COUNTY ILLNESS/INJURY PREVENTION PROGRAM.
2. Implement VIOLENCE AND THREATS IN THE WORKPLACE - ZERO TOLERANCE policy forthwith.
3. Ensure that subordinate managers/supervisors conduct workplace/work practice assessments and therefrom develop and implement control measures for the purpose of mitigating employee exposure to reasonably foreseeable incidents of workplace violence.

#### Managers

1. Assure that appointing authority, organization supporting personnel officer/assistant personnel officer, Risk Management Division/Safety Section, as

well as other appropriate sources of consultation, are immediately notified of threats and violent behavior.

2. Ensure that VIOLENCE AND THREATS IN THE WORKPLACE - ZERO TOLERANCE, San Bernardino County Policy #09-08 - is fully implemented in all work locations within their area of responsibility.
3. Ensure that mid-level managers and supervisors are fully informed of Zero Tolerance and that all action defined in "Amplification" of Policy #09-08 is followed.
4. Assure that supervisor and mid-level manager hazard assessments receive careful evaluation with regard to hazard anticipation, identification, evaluation and mitigation.
5. Assure that incident documentation is completed and distributed promptly and accurately.
6. Assure that all work locations maintain a supply of reporting forms "Workplace Threat Incident Against County of San Bernardino Employee Report" and/or "Workplace Threat Mitigation Report", and that these are completed and route as appropriate.
7. Ensure that appropriate mid-level managers and supervisors attend all training with regard to workplace violence presented by Human Resources, Risk Management Division/Safety Section.
8. Understand and practice all work procedures established to mitigate the potential or consequence of threats or violent behavior toward County employees.
9. Immediately report all incidents to Department management.
10. Assure that supervisors provide training to employees, initially, when conditions change and when new work practice is established.
11. Assure that, insofar as is possible or feasible, control measures are developed and implemented as a result of workplace/work practices assessments.

#### Supervisors

1. Anticipate, identify, evaluate and mitigate the potential for workplace violence.
2. Advise manager of all hazard assessment results.
3. Develop and implement safe work practices for the purpose of administratively controlling the potential and/or consequences of workplace violence.
4. Control the work environment.
5. Supervise employee behavior in conformance with established safe work practices.
6. Train employees, initially, when conditions change and when new work practice is established.
7. Immediately insure victim and other employee safety/security.
8. Ensure that all threats and violent behavior, direct, indirect, actual or implied are reported to law enforcement agencies, if appropriate based upon discussion with the department personnel officer and Risk Management Division.
9. Ensure that all County work sites and work practices under individual areas of responsibility are reviewed for the purpose of providing employee security and protection from the potential of reasonably foreseeable violent action.
10. Assure that all reports of threats and violent behavior, direct, indirect, actual or implied are fully and formally investigated by the department personnel officer, with the assistance and involvement of appropriate supporting and/or consultative staff.

#### Employees

1. Zero Tolerance - Do not perpetrate threats, either real or those which may be perceived as real, or violent behavior in connection with or during the course of San Bernardino County Employment.

2. Zero Tolerance - Do not possess, have close at hand, or use either offensive or defensive weapons in connection with or during the course of San Bernardino County employment without specific and unequivocal written authorization of Department, Agency, or Group Head.
3. Immediately report all incidents of threats or violent behavior to supervisor.
4. Consistently practice hostility diffusion techniques.
5. Immediately disengage and contact supervisor upon any instance of direct and overt violence or threatening behavior.
3. Maintain records of incidents.
4. Provide consultation with regard to workplace threats and violence as well as workplace physical/facility security. Make determination and notification of Sheriff's Department for life-threatening incidents.
5. Provide consultation with regard to the process of anticipating, identifying, evaluating and mitigating hazards related to workplace violence.
6. Identify and maintain a current record of County Building Safety/Security Coordinators (BSC). Provide ongoing training for new BSC's.

#### Personnel Officers, Asst. Personnel Officers

1. Investigate workplace violence incidents and prepare documentation. All direct or overt acts of violence require preparation of a narrative report with a copy to Risk Management Division/Safety Section. Other incidents are to be reported on County forms as indicated in above item #6, Managers.
2. Immediately notify Risk Management Division/Safety Section, and Sheriff's Office of County Safety and after assessment of circumstances, other appropriate sources of consultation in the event of a workplace violence incident.
3. Provide consultation to managers and supervisors in preparation of personnel action that may reasonably be anticipated to precipitate an incident of workplace violence.
4. Participate in supervisor/management training presentations.

#### Risk Management Division

1. Prepare guidelines, programs, training and implementation monitoring in conformance with all Title 8, California Code of Regulations, San Bernardino County Illness/Injury Prevention Program and Violence and Threats in the Workplace - Zero Tolerance Policy mandates.
2. Develop and present manager/supervisor training.

#### Sheriff's Office of County Safety and Security

1. Provide liaison, guidance and coordination with Risk Management and department officials to mitigate serious workplace threats.
2. Provide expertise, education and resources as available to address concerns countywide.
3. Conduct a Facility Security Assessment of all county facilities, prioritized by threats, incidences, and number of employees in each department.
4. Oversee assignments of Security Guards by Facilities Management and Purchasing Department.
5. Consult with alarm and security system installers to insure the installation of quality and/or standardized county alarm systems.

#### **HAZARD ASSESSMENT**

Hazard assessments for workplace security will be performed in the form of periodic inspections. These inspections will consist of anticipation, identification, and evaluation of workplace and employee work practice security hazards. Inspections relative to security hazards and threats of workplace violence shall be performed under the guidelines and procedures provided in Section 4, "Safety Inspection", of the San Bernardino County Employee Safety and Health Manual in conformance with the San Bernardino County Illness/Injury Prevention Program.

Items to consider when assessing workplace security hazards include, but are not limited to the following:

1. Access to, and freedom of movement within, the workplace by non-employees, including recently discharged employees or persons with whom an employee is having a dispute.
2. Adequacy of workplace security systems, such as door locks, security windows, physical barriers, and restraint systems.
3. Frequency and severity of threatening or hostile situations that may lead to violent acts by persons who are service recipients of the department.
4. Effectiveness of systems to warn others of a security danger or to summon assistance, e.g., alarms or panic buttons.
5. The use of work practices such as "buddy" systems for specified emergency events.
6. Safe rooms designated at all locations.

#### **INCIDENT INVESTIGATIONS**

Procedures for investigating incidents of workplace violence, including threats and physical injury, include the following:

1. Completion of narrative reports and/or "Workplace Threat Incident Against County of San Bernardino Employee Report" or "Workplace Threat Mitigation Report" as appropriate.
2. Notification of Agency, Group or Department Personnel Officer;
3. Notification of Risk Management Division/Safety Section;
4. Reviewing all such previous incidents;
5. Arriving at the scene of an incident immediately following notification;
6. Interviewing threatened or injured employees and witnesses;
7. Examining the workplace for security risk factors associated with the incident, after release of the scene by law enforcement

personnel in the event that the incident involves injuries or death;

8. Determining the cause of the incident; and
9. Taking corrective action to prevent a similar incident from recurring.

#### **TRAINING**

All employees, including managers and supervisors, shall have training and instruction on general and job-specific workplace security practices. Training and instruction shall be provided when the Violence and Threats in the Workplace - Zero Tolerance Policy is first implemented and periodically thereafter. Training shall be provided to all new employees, other employees that have not previously been trained, and to all employees given new job assignments for which specific workplace security training for that job assignment has not previously been provided. Additional training and instruction must be provided to all personnel whenever new or previously unrecognized security hazards are identified. As is provided in the San Bernardino County Illness/Injury Prevention Program, supervisors are accountable for training all employees within their area of responsibility.

General workplace security training and instruction includes, but is not limited to, the following;

1. Explanation of the Violence and Threats in the Workplace - Zero Tolerance Policy including measures for verbally reporting any violent acts or threats of violence;
2. Use of Risk Management Division Hazard Report, Form #15-18582, to provide employees a means to report perceived hazards to managers when such hazards are not imminent;
3. Use of San Bernardino County reports "Workplace Threat Incident Against County of San Bernardino Employee" and/or "Workplace Threat Mitigation Report" as appropriate.
4. Recognition of workplace security hazards including the risk factors associated with Type II and Type III workplace violence;
5. Measures to prevent workplace violence, including procedures for reporting

workplace security hazards or threats to Department Heads, Managers, and Supervisors;

6. Measures to summon others for assistance;
7. Employee routes of escape;
8. Notification of law enforcement authorities when a criminal act may have occurred;
9. Notification of Personnel Officer with regard to all incidents of violent behavior and/or threats;
10. Notification of Risk Management Division/Safety Section with regard to all incidents of violent behavior and/or threats;
11. Emergency medical care provided in the event of any violent act upon an employee; and
12. Post-event trauma counseling for those employees desiring such assistance.
13. Hostility diffusion techniques.
14. Personal security.

## **RECORDKEEPING**

Records shall be maintained as follows:

1. Assaults resulting in injury must be reported to the County Risk Management Division within 24 hours;
2. Doctors reports of injuries should be sent to Risk Management Division, Workers' Compensation Section;
3. Investigation Reports must be completed and copies sent to the Risk Management Division/Safety Section and Agency Personnel officer; and
4. Training records will be maintained for a period of three (3) years.
5. BSC's should maintain copies of training, security assessments, and incidents for a period of eighteen (18) months.

## **IDENTIFICATION OF HAZARDS**

Worksite analysis shall utilize a systematic method to identify and evaluate those areas and work practices which may reasonably be anticipated to present the potential for harm or injury to County employees as a result of violent behavior. This analysis must accomplish the following:

1. Identify work locations or tasks in which employees are at risk of assaultive behavior;
2. Identify high risk factors such as physical risk factors of the building;
3. Determine if risk factors have been reduced or eliminated to the extent feasible;
4. Determine if risk factors which cannot be entirely eliminated are effectively controlled administratively;
5. Evaluate all newly modified or planned facilities to ensure that hazards are anticipated and reduced or eliminated; and
6. Conduct periodic surveys or conduct surveys whenever there are changes in operational functions to identify new or previously undetected risks in security applications or practices.

Evaluation of this information shall result in a plan of correction for current and continuous hazard prevention and control.

## **HAZARD REDUCTION AND CONTROL**

In order to reduce, eliminate, or control hazards, engineering, administrative, and work practice controls for all at risk job assignments and facility locations must be implemented. Wherever feasible, engineering controls are to be used to eliminate the potential for employee injury as a result of violent acts. Wherever it is impractical to eliminate hazards by engineering them out of the workplace, administrative controls are to be implemented to control or eliminate the potential for employee injury.

The following lists are only illustrative of each type control and do not include all possible options:

## 1. Engineering Controls

- Bright and effective lighting - indoors and outside
- Alarms
- Safe rooms
- Bullet proof barriers
- Locked doors between public and employees
- Wide counters between employees and public
- No lobby entrance to stairwells for non-employees
- Counter barriers
- Guards
- Office design/layout
- Mandatory ID visibility
- Access Control
- Closed Circuit Television (CCTV)
- Operation of Automatic Door Closures

## 2. Administrative Controls

- Employee training
- Modification of job tasks
- Changes in work hours
- Change in work location
- Implementation of safe work practices
- Panic buttons
- Surveillance cameras
- Injunctions

## PROFILE OF INDIVIDUALS PRONE TO VIOLENCE

Experts caution that there is no definitive profile from which an employer or employee can determine whether one individual will be more prone to violence in the workplace than another. However, the same experts agree, and experience confirms, that there are often a number of character traits that while not confirming an individual will be prone to violent behavior, are nevertheless possible indicators that can be used to heighten awareness of an individual's propensity to commit violence.

Whenever an individual exhibits a number of these traits in a pattern of escalation, it can be construed as a signal of a situation with the potential for violence. The most common signals are the following:

1. Any history of violent behavior before or after employment with current employer.

2. An extreme obsession with weapons and weapons collections. Compulsive reading and/or collecting of weapons catalogs and publications, if this behavior starts spontaneously or is out of character for that person, it should be considered.
3. Obsessive discussion of weapons at work, displaying a concealed weapon to test the reactions of co-workers.
4. Making either direct or veiled verbal threats of harm, e.g., predicting that bad things are going to happen to a co-worker or supervisor.
5. Intimidating others or attempting to instill fear in co-workers or supervisors, either physically or verbally. Harassing phone calls or stalking are obvious examples.
6. Exhibiting signs of paranoia, panicking easily, and often perceiving that the whole world is against them.
7. Being a loner with little or no involvement with co-workers, with the possible exception of a romantic interest in a specific co-worker. This interest will usually be so intense that the victim co-worker will feel threatened and frequently report the unwanted attention to a member of management, a supervisor, or law enforcement authorities.
8. Inability to accept criticism, holding a grudge (especially against a supervisor), and verbalization of veiled threats toward the person with whom they are holding the grudge.
9. Expressing extreme desperation over recent family, financial, or personal problems.
10. Fascination with recent incidents of workplace violence and expressing approval of the use of violence under similar circumstances.
11. Obsession which is likely to be expressed by holding a petty grudge against a co-worker or in some cases, an obsessive fascination with an unrequited romantic interest.

## **ZERO TOLERANCE IMPLEMENTATION**

### In General

Zero Tolerance with regard to threats and/or violent behavior shall include, but not be limited to, the following proactive measures and/or prohibited behavior:

1. No person shall engage, or be allowed to engage, in violent conduct or make threats of violence, implied, actual, direct, or indirect, at a County workplace or in connection with the conduct of County business.
2. All threatening comments or behavior, direct or indirect, are to be taken seriously, and are never to be dismissed. Even indirect or implied comments are to be reported to an immediate supervisor and management, and may require further monitoring.
3. Threatening comments, action or violent behavior at any County location or at any location where County business is being conducted are to be reported immediately to Department Supervision. Supervisors shall take necessary steps to assure the incident is immediately reported to an appropriate Department Head.
4. The supervisor to whom a direct or overt incident is reported shall immediately provide security for the threatened individual, co workers, and the public at the worksite by:
  - a. Initiating action to immediately place an employee alleged to have made threats or engaged in violent behavior on paid leave pending the outcome of an investigation;
  - b. Ensuring that any threatening or violent person, employee or member of the public, leaves the worksite;
  - c. After consultation with appropriate manager, personnel officer and Risk Management Division/Safety Section, immediately contacting an appropriate Law Enforcement

Agency, if necessary to ensure removal of the offender from the scene; and

- d. Ensuring that an employee who has been the victim of job related threats or violence away from County work sites does not revisit the scene until authorities have dealt with the perpetrator.
  - e. Fax a copy of the Workplace Threat Incident Report to the Sheriff's Office of County Safety and Security located at Sheriff's Headquarters.
5. All threats and violent behavior, implied, actual, direct, or indirect, are to be documented and investigated. Such documentation shall include names and other appropriate identification of the parties involved, verbal comments made or description of the violent behavior, witness names, and witness statements.
  6. County employees who engage in threats or violence, direct, indirect, implied, or actual, against co-workers or any other person in connection with County business, are to be subject to legal action by law enforcement authorities and disciplinary actions, up to and including termination of employment.
  7. Except as specifically permitted, San Bernardino County employees are prohibited from possessing or using defensive weapons during the conduct of County business.
  8. Non-job related offensive weapons of any type (firearms, knives, clubs, etc.) are forbidden at any County facility or in connection with the conduct of County business without regard to location.

### Supervisor Action

1. Anticipate, identify and evaluate work site and work practices for the purpose of discovering hazards.
2. Establish, implement and monitor safe work practices for the purpose of eliminating or reducing employee hazard exposure.



3. Warn employees of hazards.
4. Control the work environment.
5. Supervise employees.
6. Provide employees workplace violence training.

Manager Action

1. Evaluate work site and work practices assessments and select either Engineering or Administrative measures to reduce employee exposure.
2. Assure that employees and supervisors are trained.
3. Assure that reporting procedures are followed.

safety/docs/sftymnl/master/violmanl.doc



County of San Bernardino



**WORKPLACE THREAT INCIDENT  
AGAINST COUNTY OF SAN BERNARDINO EMPLOYEE**

1.	Name of individual threatening County employee:			_____					
2.	Perpetrator's relationship to County:			_____					
3.	Physical description:	Height	_____	Weight	_____	Hair	_____	Eyes	_____
	Ethnicity	_____	SSAN	_____	CDL	_____	DOB	_____	_____
	Address/Phone: _____								
	Distinguishing Characteristics							(Attach Photo if possible)	
4.	Location of threat			_____					
5.	Date			_____			Time		
6.	Circumstances of threat & who heard it			_____					
	_____								
	_____								
7.	Exact words of threat								
	_____								
	_____								
	_____								
	_____								
	_____								
8.	Threatened County Employee				Phone				
9.	Department				Phone				
10.	Supervisor				Phone				
11.	Work Address				_____				
12.	Building Safety Coordinator				Phone				
13.	Employee's home telephone				Cell Phone				
14.	Additional comments				_____				
	_____								
	_____								
	_____								

**COUNTY OF SAN BERNARDINO  
WORKPLACE THREAT MITIGATION REPORT**



Name of threatened employee: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Work address: \_\_\_\_\_

Work telephone: \_\_\_\_\_ Home telephone: \_\_\_\_\_

**ASSESSMENT BY:**

Dept. Head ☐ Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

Personnel Officer ☐ Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

Risk Mgmt/Safety ☐ Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

Other: \_\_\_\_\_ ☐ Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

**RECOMMENDED ACTION:**

☐ Armed Security at worksite Date initiated: \_\_\_\_\_

☐ Surveillance of perpetrator Date initiated: \_\_\_\_\_

☐ Area lighting Date initiated: \_\_\_\_\_

☐ Accompaniment to and from car Date initiated: \_\_\_\_\_

☐ Change in work hours Date initiated: \_\_\_\_\_

☐ Change in parking location Date initiated: \_\_\_\_\_

☐ Surveillance of employee Date initiated: \_\_\_\_\_

☐ Change in work location Date initiated: \_\_\_\_\_

☐ Injunction against perpetrator Date initiated: \_\_\_\_\_

☐ Buddy system Date initiated: \_\_\_\_\_

☐ Other: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_